



## **LABOUR MARKET MOBILITY IN THE PUBLIC AND PRIVATE SECTORS IN HUNGARY**

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### **Abstract**

In this study, we examine the labour market of the public and private sectors, as well as the willingness to move from one to another based on specific factors, such as age or working position. Our research concerns the Hungarian labour market. It is important to determine the reasons behind employees deciding to switch from one sector to the other, as these two areas hold significantly different expectations and characteristics. In the literature review, we explore the characteristics of the two sectors separately, determine which factors are attractive and repulsive, followed by a comparison of them. We examine the expectations young graduates have towards employers, as well as which priorities have been showing an ever-increasing tendency. It is interesting to explore which areas young graduates imagine their futures in the most, as this may not correspond to where they can actually find employment. There are some cases where they use one sector to gain experience, only to accept a job in the other environment at the right moment. A properly established employer brand is important to young people, which may encompass internal, organizational and external labour market expectations, such as to establish a proper internal value system, offer a career path and ensure satisfaction. An organization recognizes what it can do to be desirable to the labour market and attract the professionally trained employees it needs as a result. As part of the empirical research, survey respondents from both sectors evaluated multiple positive workplace characteristics. During our research, we discovered discrepancies compared to our sector-specific ranking of leading characteristics. The typical features that received the highest evaluations served as feedback to employers and HR managers on what to pay attention to and how to improve upon these areas within their means. The study examines cases wherein the influencing factors that motivate employees during job selection can be determined.

KEY WORDS: public sector, private sector, labour market, mobility, expectations

### **Introduction**

While analysing the mobility between the public and private sectors, we sought to find an answer as to what motivates employees in making their decision in favour of one or the other sector with regard to employment, as well as the reasons why they change, or may want to change jobs. We pay particular attention to the expectations young graduates have towards their first jobs, as they have high expectations regarding salaries, allowances and other working conditions. Public service careers have become increasingly appealing to young people, if the employer brand development clearly aims to improve the quality of service, while the desirability of the private sector remains nearly unbroken. As to why an employee chooses the public sector, the possible answers are usually that it gives them a good feeling to serve the public interest, it ensures a stable livelihood and has them perform responsible work, whereby they can do something for other people, and thus provides them with a valuable activity to pursue. Whereas upon choosing the private sector, employees expect a successful, high-level career, exceptionally good working conditions, wages and a possibility of employment opportunities abroad. If any of these notions are jeopardized, they may consider the possibility of switching.

The public sector and the private sector offer different conditions in several respects, and an employee can have a realistic chance to gain employment in either of them. The two sectors create a firm divide in the world of labour

and are both are viable possible choices as well. If there is a common value that is important to everyone (though not necessarily in an equal manner), they are willing to make sacrifices for it. We have the following hypotheses about our research:

H1: We assume that certain workplace characteristics apply primarily (significantly) to the private sector or the public sector. The public sector includes relaxed work, a long-term career, a secure job, professionalism, the possibility of starting a family, establishing work-life balance, monotonous/routine work activity and the adherence to strict rules. In turn, the private sector includes the possibility of a fast career/promotion, an esteemed position, secure livelihood, the opportunity for independent work, the creation of an effective network, gaining experience, the opportunity to develop competencies, and exemplary leaders.

H2: Changing jobs or sectors is significantly influenced by the age of the employee: the older they are, the less willing they are to change.

### **Literature Review**

#### **The Public Sector**

According to Bábosik et al. (2017, p.12.) “Public need is a specific societal need that emerges arises in the majority of society, recognized as a communal need on the basis of a communal (political) decision (...)”. Under

this approach, public service refers to efforts towards maintaining and increasing the common good. However, anyone can contribute to the common good, be it an individual or an organization, representing either the public sector or the private sector.

Monopolistic positions are prevalent in the field of state enterprises, whereas regulations aim to avoid such in the private sector. The leaders of the state apparatus assume their positions through general elections and have to devote significantly greater attention to aspects such as justice, equal treatment, honour and accountability. Their decisions, in addition to the activities of their colleagues and employees, as well as the functioning of the institution they operate is much more symbolic in society, than what would be typical of a private enterprise. Whereas the objective and environment of a private enterprise is firmly defined and has a narrow range, the system of objectives of a public institution is diverse, difficult to grasp and often unclear. It must account for numerous interactions as a result of its actions, and as such, has to consider significantly more aspects in advance. The public employee archetype is motivated more by communal values, commitment and the incentives of community service, than a private enterprise employee, with whom there is a much stronger connection between their wage and measurable performance. It is worth noting at this point that the private sector is not as powerless and is much more open to innovation, whereas the public sector is more conservative (Papp, 2015).

On the subject of public service as a whole, HR activities are characterized by an administrative, bureaucratic nature. The other significant issue is that the legal background differs to such an extent that it hinders, rather than facilitates the development of the field. The development of this field is further held back by the disorderly nature of the roles various jobs possess. This refers to the borderline common practice of how public administrations often determine a job description for a specific jobholder, rather than find a person who meets the requirements of the job. Thereby work becomes more difficult within the organization and after a while, only few can perform their functions. However, these colleagues may feel that their managers are overwhelming them, while others barely receive any substantive tasks, even though their wages are nearly identical. The proliferation of these crises can upset balance between jobs, and in addition to increasing fluctuation, may also lead to the rapid professional depletion of these organizations. (Szabó – Stréhli-Klotz, 2014)

The pure form of the Weberian administrative model had the goal of establishing an administrative branch relatively separate from society and the other parts of the market sector. Its human resource management system was built on the hypothesis that the public administration profession requires specialized knowledge that cannot be obtained in or transferred to other areas of life, therefore, mobility between the public sector and the private sector should be considered exceptional. This means that in addition to being practitioners of their own profession, each official is also a professional capable of representing

and promoting public interest to a high degree. As such, their jobs must be secure, and their advancement should reflect their individual professional ability and experience (career system). Officials must be encouraged towards self-improvement, while also made independent from external pressures, particularly economic pressures, through an adequate remuneration and benefit system (Gellén, 2013).

Molnár and Kapitány (2013) have determined that the probability of dismissal is lower in the public sector, while advancement is more predictable. Those who enjoy predictability and security may choose the public employee career over the private sector, even if it means a compromise in terms of wages. This decision also tends to occur in cases where the need for stable employment increases as part of a family's course of life, which may be a result of many typical situations: the issue of missing work as a result of a family member who is sick and in need of care, a divorce and the consequently raising of children as a single parent, or just due to raising multiple children. The public sector provides better opportunities to manage such difficulties and is safer as a result. There is a greater chance of people suffering from chronic illnesses (such as people with visual or auditory disabilities) finding employment in the public sector, and the difference in wages when compared to their healthy peers is not as significant as in the private sector. The probability of being employed in this sector increases in proportion to the educational attainment level and is higher for women, particularly those who are single parents. Non-material reasons are prevalent.

Trust in the public sector lies mainly in the assumption that the employees believe their job is more secure in the public sector, as opposed to the private sector. This assumption, however, is shared by less and less people employed in the public sector, as lifelong loyalty and commitment within this context is increasingly less present (Bozeman – Ponomariov, 2009).

Ito's (2003) research was conducted in three clusters of public service: the technical (case manager), professional (administrator) and manager levels. With regard to the question of what drew a specific person to the public sector, some studies identify and inquire easily defined and thus easily searchable factors, such as income, job security, wanting to help others (altruism), as well as the desire for an individual to be a productive member of society (Lewis – Frank, 2002). Other studies instead asked questions about organizational theory factors that are harder to inquire, e.g., the nature of the employer-employee relationship (Jurkewich – Brown, 1998).

According to Ito (2003) the motivations for choosing a job in the public sector are as follows:

- the opportunity came at the right time (89%);
- I had the opportunity to utilize my profession or my university degree in my work (69%);
- good career opportunities within public service (48%);
- I seriously considered other private and non-profit opportunities as well (47%);
- wages (41%);

- the fact that I can serve public interests (41%);
- the good reputation of the specific body (29%).

Once they have been hired into the public sector, the subjects involved in the study were thinking much more within the public sector for a possible advancement.

Telegdy (2006) examined the realization of government plans of 2002 on the significant public employee wage increases, as well as their effects on the relative wages between the two sectors. In the period between 2002 and 2004, the highest relative wage increase involved low-skilled employees and those working unskilled jobs. In the final year under review, these employees received a 14 and 18 percent wage premium in the public sector. The wages of the skilled clerical staff and highly skilled employees continued to remain below the wages of their counterparts working in the private sector. One possible, albeit unproven reason for the sustainability of this situation may be that the other allowances paid within the public sector, or the non-salary characteristics, such as the reduced amount of stress, the lower hours of work and the lower chance of job losses, offset the disadvantages resulting from the lower income.

### **Employer brand development in public service**

Employer brand development is a proactive process following a precisely predeclared method, during which an organization recognizes what it can do in order to be desirable to the labour market. In terms of direction, this includes internal, organizational and external labour market needs. Accordingly, the quality of the employer brand determines how the current workforce performs and the category of employees the specific organization can attract. From a labour market viewpoint, the organization that is seen as more desirable by employees than its competitors is considered successful.

In line with the innovation objectives of the Zoltán Magyari Public Administration Development Program (MP), it is essential that the professional competence and commitment of the Hungarian public administration gain the trust of its employees. “The MP is human-centric rather than sterile, building upon the personal emotional and supportive approach of colleagues as a primary resource” (Magyari, 2012). The train of thought above represents a good example of the indisputable role of those working in public administration. The efficiency of the work organization depends to a considerable degree on the professional competence and motivation of the people who work there. It is important from a sustainable professional quality viewpoint that the rising new generation looks upon the performance of public service tasks as professional challenges. Furthermore, in accordance with the current economic mentality, conscious development of the employer brand is an absolute prerequisite for finding, attracting and retaining talent. A strong employer brand reflects the internal values of the organization in a credible manner, offers a foreseeable career path and increases employee satisfaction. Successful brand development boosts loyalty and decreases fluctuation, in addition to increasing the number and quality of applicants for a

particular position. This absolutely provides an edge in the competition to acquire young talents. It can be used to improve the high level of human resource management within the scope of public service.

It is not enough to know the external factors that define our era. The ability to consciously shape them presumes a more profitable behaviour, beyond just adaptation. The employer brand is no exception to this. The two directions referred above cover different expectations and motivations. Of these, the internal is the image of the profile that is directed towards the organization. It affects the organizational culture, the motivation of the people who work there, while also having an impact on loyalty, as well as fluctuation in an indirect manner. The external is the brand developed for the outside world, directed at market participants, from competitors, through the labour market and the prospective employees. It determines the overall standing of the organization. Despite the different direction, no order of importance can be established between the two options, however, the absence of one negatively influences the function of the other as well. The emergence of the employer brand in public service definitely aims to improve the quality of service, in accordance with the approach presented by the Zoltán Magyari Public Administration Development Program.

The quality of the three psychological needs of older workers (i.e., autonomy, competence and attachment) affects their performance (St-Onge – Beauchamp Legault, 2022). A reconciliation between the system of preferences young people have and the “brand” represented by the public sector. It is not enough to be present in the market of future employees, as accurate knowledge must be gained of their expectations, so the most qualified people will be hired for the right job. Knowledge of the system of expectations dictated by present times constitutes an essential element of establishing an effective image.

### **The Private Sector**

The decisive portion of the economic performance of a country is determined by the so-called private sector. This is the segment of the nation economy that works mainly in accordance with economic laws, in order to attain the highest economic performance possible. If performance dwindles in this area, then almost every other economic indicator will suffer as a result, meaning that employment will decrease and the GDP will not increase in the proper manner (Boda et al., 2012).

The private sector operates in a market environment, its revenues are derived from products and services sold, whereas the public sector is financed by the budget. The private sector operates along entirely different principles, wherein the pursuit of profit is the main objective, necessitating a daily renewal and keeping up with competitors, if a company wishes to remain active in the long run.

The competitiveness and effectiveness of a company compared to its competitors can only be ensured, if it reacts to rapid changes and necessary transformations quickly, and with the proper activities. Human Resource

Management (HRM) is a field of ongoing transformations, which determine the competitiveness of an organization, as well as related priorities in connection with employees (Poór, 2011). These tasks include seeking out potential employees and encouraging them to apply, as well as the selection, introduction, training and eventually retention of well-performing candidates with the proper amount of creativity (Juhász, 2014). Efficiency must be taken into account even while employing workers, additionally, the job offered must provide competitive wages, adequate challenges and meaningful tasks. The company must be made desirable for both current and future employees. In order to achieve this, the motivation, satisfaction, commitment and performance of employees must be increased. Companies need to focus on reaching, selecting and securing potential employees. In order to ensure successful implementation and competitiveness, companies must develop their own employer branding strategy (Chovan, 2012). During the development of the employer branding strategy, they have to address both the external (recruitment for unfilled positions) and the internal (improving the performance of and providing motivation for existing employees, increasing their satisfaction) labour market (Chovan, 2015).

Globalization opened a new frontier in the battle for employees, wherein competitive companies expand to parts of the world where they can find talents that are of value to them. The key to securing a workforce lies in companies possessing a well-established, recognized employer branding in the specific country or city (Bersin, 2013).

### Comparing the two sectors

According to Elek and Szabó (2013), employees in the private sector are twice as likely to transfer to other jobs or become unemployed than those in the public sector. The difference between the probabilities to become inactive is also of a similar value, though much lower. The authors looked at the intensities of the flows from employed to unemployed separately. Within the public sector, compared to those with primary education, workers with tertiary education are roughly one-fourth, while those with secondary education are about one-third as likely to become unemployed. When broken down by education level, eliminating other societal and demographic characteristics, those who are at a higher level of education have an even less chance of transitioning to unemployment, if they are employed in the public sector. The chances of reintegration for those exiting the public sector are somewhat lower than for workers who became unemployed in the other sector, but this difference is eliminated as the level of education increases.

The differences lie not only in wages and the chances of dismissal though – the objectives and tasks of the operating environment, as well as the potential tools of the two sectors are also different from one another. Let us briefly examine the characteristics of both sectors,

focusing on the differences. While the private sector operates in a market environment, and its revenues are derived from products and services sold, the public sector is financed by the budget. Public service workers are always under a strong political influence, while the employees of private enterprises are less prone to such. Public management units produce public goods and intervene in parts of the economy where external influences are common (Papp, 2015).

However, an interesting observation made by Molnár and Kapitány (2013) is that for those engaged in civil partnerships, there is a greater chance of employment in the private sector, than for couples in a marital relationship. The authors consider it a possible explanation that for those whom security is less important, do not strive to officiate their relationship with the institution of marriage. Based on regional unemployment data, the authors found that the higher the unemployment is somewhere, the greater the chance that employees work in the public sector. The chance of being employed in the public sector was also greater among women whose husbands were unemployed before the age of 40. Finally, those who are socially committed also tend to work as public employees. Social commitment was estimated by the authors of the study based on the time spent doing volunteer work. In this respect, however, the sector is not homogeneous: the previous statement is definitely true for those who work in the areas of public education, culture and research, but in this context, those working in the area of public administration are basically no more committed than those in the private sector.

The following trends formed in the literature to describe the movement of labour between the public sector and the private sector.

Mobility within the public sector:

- horizontal mobility – mobility between institutions and mobility within institutions and organizational units;
- vertical mobility – mobility towards managerial positions within hierarchal organizations (Tudorel – Profiroiu et al., 2012).

Mobility between the public sector and the private sector:

- mobility from the private sector to the public sector;
- mobility from the public sector to the private sector (Bozeman – Ponomariov, 2009).

According to Gellén's research in 2013, pertaining to the mobility between the public and the private sector, the following sector selection criteria were considered:

- the importance of personal and horizontal workplace relationships, proper handling of workplace conflicts;
- manager-employee relationship;
- commitment to public service;
- predictable advancement;
- absence of wage (decrease or increase) being tied to actual performance;
- wages being paid definitely and on time;
- relatively good wages (including other allowances);

- predictable work hours, compatibility between family and work;
- limited level of politicization.

These criteria change in the following manner for public enterprises:

- wages are very good, relatively speaking;
- fluctuation is generated by internal structural changes;
- personal and familial integration is decisive; – non-politically motivated rent-seeking behaviour.

The public employee sector can be characterized as having the lowest level of satisfaction; motivation and individual effort observed here is highly varied. The satisfaction of the government and municipal administration sector can be assessed as mediocre or mixed. In this segment, the atmosphere of the workplace, the existence of development and advancement opportunities, or lack thereof, significantly influence everyday motivation, and the effort put towards performing work.

The level of satisfaction within the sector of large public enterprises can be considered high. Most employees of large enterprises are satisfied with their workplaces and its conditions. This is mainly due to the workplace-specific benefits, moreover, in terms of operation, many large enterprises have begun to incorporate performance-based wage supplements into their philosophies, which is a characteristic of the private sector (Magyar Posta [Hungarian Post]). Only employees in the low segment of the hierarchy show similarities with the attitudes of public employees in health care and social sectors. Upon exploring the overall standing of the public sector, they gained a homogeneous picture over the course of the study, regardless of the area.

The respondents predominantly believe that employment within the commonly understood public sector currently has:

- a deteriorating, decreasing prestige;
- the negative opinion is primarily the result of the negative material balance of the past years, the increase of burdens and the lack of appreciation;
- employees do not feel they are important in the current system or hierarchy, and consider themselves mainly executors;
- they usually receive negative feedback from their environment with regard to the prestige of the public sector, which are usually the following: low wages, overworking
- in especially the health care and social sector; fixed schedule, low wages and pencil-pushing are typical in perceptions regarding the administrative sector; workplace conditions are more transparent in certain large enterprises (Magyar Posta, MÁV [Hungarian State Railways], BKV [Budapest Transport]) (Gellén, 2013).

Public service competes with the private sector, as well as sometimes the non-profit sector, in obtaining high-quality labour. Certain analyses show that public

service has been losing ground more and more in this competition. For it, the nature of the labour market is primarily that of providing supply, which means that supply-side pressure pushes a significant portion of those dismissed from the private sector into the public sector, as well as public administration (Gajduschek, 2010). If we wish to change this, a staff policy that uses remuneration and predictability to influence those preparing to choose a career must be followed, as these two motivations play a key role in their decision regarding career choice. Job seekers, especially young people, will choose public service as a vocation only if they can expect a decent livelihood and career safety. Fair pay is obviously a relative term, which can be assessed through, among others, the development of real incomes. Based on this, the most striking characteristic of the wage policy of the past two decades is that while shifts in GDP, public sector and private sector income usually happen in synchrony, the revenues within the public sector periodically break away to a more significant degree, only for this sector to make up for lagging behind and produce a greater increase in average earnings (Hazafi, 2015).

Dirzyte and Patapas (2022) has revealed that private sector employees demonstrated higher optimism scores than public sector employees, and public sector employees demonstrated higher self-efficacy scores than private sector employees.

### **The increasing demands of young people towards employers**

There is currently a sharp change emerging on the labour market, and the generational aspect is not immune to it either. Both the employer and employee side are facing new challenges. It is essential for young talents to recognize the attitudes and expectations employers have set up towards them. Today, a talented young graduate enters the labour market with several years of professional experience, impeccable language skills and high levels of motivation. As a result, this person has their own expectations towards employers, having recognized the advantages of their position. Talents are no longer the only ones competing with each other for better jobs and positions, but instead, employers also wish to bring the most talented members of the new generation into the fold. This is the explanation for the phenomenon of high fluctuation observable within the current labour market among members of the young generation (Biba, 2015).

In the private sector, they much rather expect graduates to be “self-directed colleagues” from the very beginning, whereas the public sector needs obedient, compliant and professionally trained “good soldiers”. However, it is important to note that this is partly just speculation, as there has been no study that actually measured the competence requirements towards young graduates employed in the public sector (Boda, 2015).

A significant portion of those newly entering the public sector leave the organization within a relatively short period of time. This is because the other labour market segments drain the people in question with

relative ease, as they can provide them with more favourable financial conditions in entry-level positions. Conversely, the labour market demand for the older age group is not quite as high, furthermore, due to their seniority, they possess a developed sense of commitment and a high degree of loyalty (Szabó, 2013). Based on feedback from public service personnel, a rearrangement is evident with regard to preparedness and expectations. Members of the staff much rather call for changes against reform fatigue. They support the introduction of a job-based public service career and a performance-based recognition scheme.

Taking the mobility factor into account, those working in the public sector performed much worse than those working in the private sector. There are certain differences between various generation (Z, Y, X, baby boomer, veteran) (Szakács, 2014).

Due to the generational differences, Biba believed it important for the research to highlight the analysis of fluctuation factors based on age. The data received confirmed the presence of the foregoing labour market anomaly in the area of public service. Members of the young generation have a fluctuation indicator that could be classified as significant. This is especially true for 20–29-year-olds, where the fluctuation is 46.2%. The 30–39-year-olds following them experience the worst of this. The break-off comes at 40 and above, where fluctuation is almost negligible. This reinforces the reasoning of Szilvia Szabó, that young people have significantly less sense of dedication and commitment than employees over 40, within the context of public service (Biba, 2015).

## Materials and Methods

The topic of our study was examined via two surveys: one used in the assessment of the public sector, while the other for the private sector. By public sector employees, we mean officials who operate as civil servants or government officials (together: public officials) in mayors’ offices, government offices or ministries. As for private sector employees, we asked people who operate in large multinational or Hungarian enterprises. The results were analysed through SPSS. The case number is a total of 297 derived from the two surveys, filled out by 150 people from the public and 147 from the private sector. The examined persons are 32% male, 68% female. A two-sample t-test was used to analyse the differences in means between the two sectors. ANOVA with Tukey post hoc test was performed to determine significant differences among age groups in considering changing jobs. Pearson’s correlation coefficients were used to examine the relationship between the probability of switching and three work-specific factors: fast careers/promotions, esteemed positions, and exemplary leaders.

## Examination of H1

Figure 1 shows how many the respondents believe the relevant workplace aspects to be typical in their current situation. The responses had to be indicated on a scale of 1 to 5.

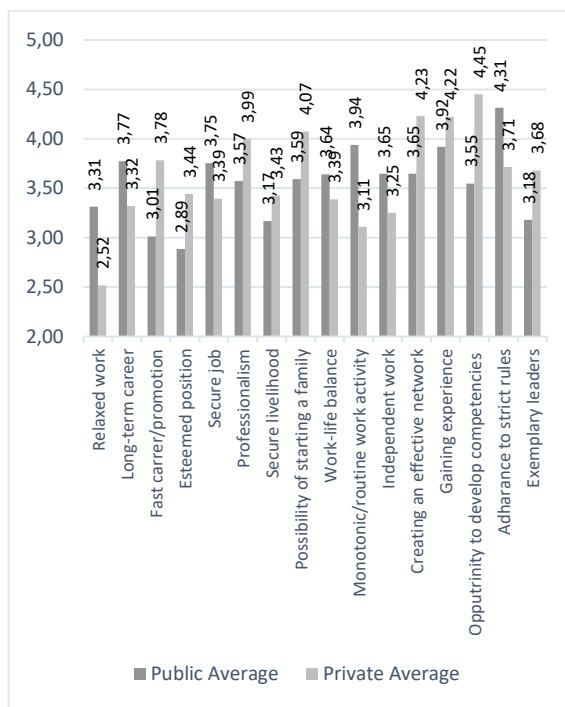


Fig. 1. Means by area (n297)  
Source: Own creations

Significant difference can be observed

The following are more typical of the public sector than the private sector: relaxed work, long-term career, secure job, professionalism, possibility of starting a family, establishing work-life balance, monotonous/routine work activity, independent work and adherence to strict rules. Of these categories, the highest values were given to the adherence to strict rules, with monotonous/routine work activity in second place, and gaining experience in third. The three lowest values were awarded to the secure job, fast career/promotion and the esteemed position characteristics.

Within the private sector, the fast career/promotion, esteemed position, professional, secure livelihood, opportunity for independent work, creation of an effective network, gaining experience, opportunity to develop competencies, and exemplary leaders characteristics were significantly more pronounced. Of these, the opportunity to develop competencies, effective network and opportunity to gain experience were first in line. Last in line were independent work, establishing work-life balance and relaxed work.

With regard to workplace characteristics, Table 1 showcases the entire ranking, including means.

**Table 1.** Ranking and mean of job characteristics by sectors

Public Sector		Mean	Private sector		Mean
1.	Adherence to strict rules	4.31	Opportunity to develop competencies		4.45
2.	Monotonous/routine work activity	3.94	Creating an effective network		4.23
3.	Gaining experience	3.92	Gaining experience		4.22
4.	Long-term career	3.77	Possibility of starting a family		4.07
5.	Secure job	3.75	Professionalism		3.99
6.	Independent work	3.65	Fast career/promotion		3.78
7.	Creating an effective network	3.65	Adherence to strict rules		3.71
8.	Work-life balance	3.64	Exemplary leaders		3.68
9.	Possibility of starting a family	3.59	Esteemed position		3.44
10.	Professionalism	3.57	Secure livelihood		3.43
11.	Opportunity to develop competencies	3.55	Secure job		3.39
12.	Relaxed work	3.31	Work-life balance		3.39
13.	Exemplary leaders	3.18	Long-term career		3.32
14.	Secure livelihood	3.17	Independent work		3.25
15.	Fast career/promotion	3.01	Monotonous/routine work activity		3.11
16.	Esteemed position	2.89	Relaxed work		2.52

Source: Own creations

As it can be observed from the means of responses employees in various sectors had to the questions, Figure 1 shows all of 16 characteristics had significant differences. These are relaxed work, promotion, monotonous work activity, the creation of an effective network, and the possibility to develop competencies. Relaxed work was moderately favoured ( $d=0.796$ ,  $p<0.001$ ) by the public sector, fast career/promotion ( $d=-0.769$ ,  $p<0.001$ ) had a moderate private sector preference, while monotonous/routine work activity ( $d=0.831$ ,  $p=0.001$ ) once again appeared for the public sector to a moderate degree. Therefore, the public sector showed a much higher value for a relaxed and monotonous/routine work activity, than the private sector.

Significant difference in favour of the private sector was observable with promotion, creating an effective network and the opportunity to develop competences. For fast career/promotion, the mean difference was ( $d=-0.769$ ,  $p<0.001$ ). The mean difference for creating an

effective network was ( $d=0.585$ ,  $p<0.585$ ). The largest difference was for competences, with a value of ( $d=0.902$ ,  $p<0.001$ ).

Figure 1 demonstrates that while there were differences, they were not significant in the cases of secure livelihood, work-life balance and gaining experience. The smallest difference, as well as the smallest value that was not significant occurred with work-life balance, which we originally thought would be an outlier in the public sector. Instead, it appeared in the private sector. The overall highest mean occurred for the development of competences, which also showed the largest difference as well. Regarding the esteemed position question, the lowest mean was obtained in the public sector, though it was not quite valued by the private sector either.

The ranking of the statements, the expected sector and sector later obtained as a result, as well as the significant differences can be observed in Table 2.

Workplace characteristics	Expected sector	Result sector	Significant
Relaxed work	public	public	no
Long-term career	public	public	no
Professionalism	public	private	yes
Possibility of starting a family	public	private	yes
Work-life balance	public	public	no
Monotonous/routine work activity	public	public	no
Adherence to strict rules	public	public	no
Secure job	public	public	no
Fast career/promotion	private	private	no
Esteemed position	private	private	no
Secure livelihood	private	private	no
Independent work	private	public	yes
Creating an effective network	private	private	no
Gaining experience	private	private	no
Opportunity to develop competencies	private	private	no
Exemplary leaders	private	private	no

**Table 2:** Distribution of job characteristics by sector

Source: Own creations

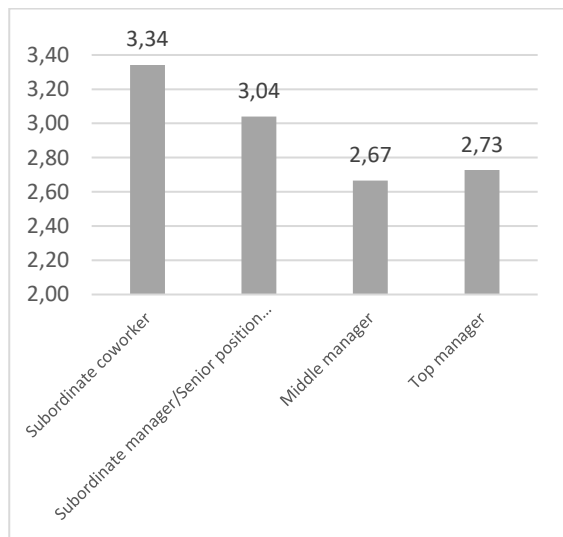
Table 3 shows the mean attained from the “Have you ever considered changing jobs” question, grouped by workplaces. There were no significant differences between the two sectors.

**Table 3.** The idea of changing jobs in sectors

Workplace	Have you ever considered changing jobs? (1=NO, not at all, 5=Yes, definitely)?
Public Sector	3.21
Private sector	2.99
Difference	0.22

Source: Own creations

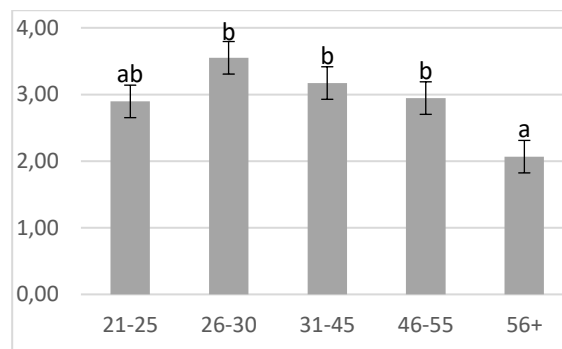
Figure 2 shows the mean values grouped by ranking. Based on the positions of the respondents, there was a higher mean ( $d=0.22$ ) for the private sector but there was no significant difference.



**Fig.2.** Have you ever considered changing jobs?  
Source: Own creations

The first two columns clearly received a higher value on the scale of 1 to 5, therefore it is obvious that those who work in employee, employee manager, or specialized functions are more likely to change jobs. The first three columns show a decreasing trend, with upper managers having the higher values. We also need to note, that this group accounts for the least number of respondents. Figure 3 shows the responses by age to the question of changing jobs. It is clearly demonstrable that the first age group of 21–25-year-olds have not yet considered leaving their first jobs. However, the next group of 26–30-year-olds are seriously considering the possibility of moving on. The last group, those over 56 have the least inclination to find a new job for themselves.

When comparing the means there was significant difference only in the groups containing differing letters in the Fig.3. based on the Tukey post hoc test results.



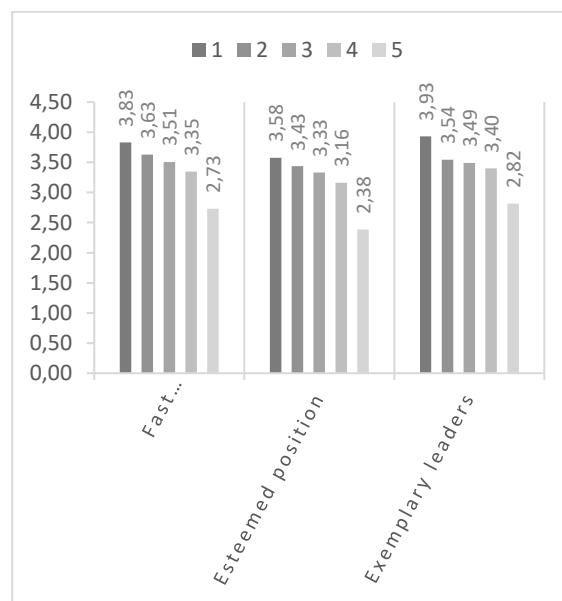
**Fig.3.** Have you ever considered changing jobs?  
Source: Own creations

Figure 4 highlights the willingness to change jobs based on how this may be connected to other work-specific factors. Here, thoughts of a change were influenced and reinforced by a lack of promotions, esteemed positions and exemplary leaders. As the respondents do not feel satisfaction in relation to these areas, the possibility changing jobs begin to occur to them. For instance, the higher the values were for exemplary leaders, the less they considered switching. The analysis reveals that, for example, the possibility of relaxed work, monotony and the adherence to strict rules does not influence switching to another job whatsoever. Table 3 contains the only three factors that have significant connections with the willingness to change jobs. These correlations are shown in Table 4.

**Table 4.** Correlations

Statement	Correlation at the 0.01 level
Fast career/promotion	0.334
Esteemed position	0.349
Exemplary leaders	0.309

Source: Own creations



**Fig.4.** Correlation between the mean values of characteristics of job sector and the probability of switching sectors (1-5)  
Source: Own creations



On Figure 4, we demonstrated the relationship between the probability of switching and three work-specific factors: fast career/promotion, esteemed position and exemplary leaders. It is evident that the lower value a factor was given, the higher the probability of switching becomes.

### Justification and rebuttal of the hypotheses

Figure 1 and Tables 1 and 2 show the answer to our first hypothesis. The statement of Figure 1 shows that we assumed the statements for the public sector and the private sector correctly for the most part, though some elements show discrepancies, which refute it. We believed professionalism to be more typical of public sector careers, but the answers revealed that higher values averaging around 4 were given by the private sector, whereas this value in the public sector is 3.5. The possibility of starting a family also received higher marks in the private sector, where the mean is above 4, whereas this mean is around 3.6 in the private sector. Therefore, this also deviates from the statement of our second hypothesis. However, the opportunity for independent work was confirmed to be more typical of the public sector, whereas we had stated this to be more accurate for the private sector.

Judging from this, respondents working in the private sector hold a strong degree of professionalism, consider what they do to be important, and do not feel pressured on whether they could reconcile their position with the possibility of starting a family. Meanwhile, respondents working in the public sector do not think that they are afforded less freedom in doing their work. We would like to highlight the statements that received nearly identical values from both sectors, with very minor differences. These include secure livelihood, work-life balance and gaining experience. For these, it was practically irrelevant which sector responded to the specific characteristic. This means that there is no major difference with regard to livelihood, and respondents of both sectors consider it ensured. Work-life balance can be maintained in every area and a great deal of experience may be gained in most positions. These answers typically depend on the position of the individual.

The considerations listed in Table 1 are all positive, driving characteristics, for which the traits listed in the top 3 ranks show the priorities of the two sectors from an employee point of view. These evaluations are extremely important to HR managers and require their attention, as the employees consider these important.

As it is observable in Figure 2, the higher position an employee has, the less they consider changing jobs. These values can be explained by the possibility that middle and upper managers have already reached their goals, feel comfortable at their specific jobs, and as a result, do not wish to switch or have much more to lose, since it is not certain that they could attain such a position at another place. Although for senior managers, the willingness towards mobility is somewhat higher than for middle managers. We believe this may be because they are more burdened by pressure and

responsibility in their everyday lives and may wish to switch in hopes of more relaxed work.

The results clearly show that our second hypothesis, which is supported by Figure 3, was justified almost completely, as it is indeed characteristic of the steadily aging group to think less about moving jobs. Those who have found their proper place, based on the criteria that are important to them, are satisfied with their current work. Another influence for them is that they are no longer fuelled by constant challenges and the pursuit of a greater career arc. The difficulty of finding employment, which carries its own risks, is also an obstacle for them.

It is important to note that the willingness to switch jobs is less prevalent in the younger age group of 21-25, which may be because they are willing to settle for an entry position, as they are only just beginning to experience working life and wish to gain experience. The willingness to switch is high for the next group, and afterwards, this factor starts to decline once more in accordance with the age groups. 26-30-year-olds are much more confident, experienced, flexible and are looking for challenges. The willingness to switch is lower for the next two groups, as they rather wish to settle and focus their time and energy on their personal lives and families. People over 56 are characteristically inflexible, comfortable and are getting ready to retire, thus it is understandable that they do not wish to look for a new job.

### Conclusions

The results clearly indicate that opinions differ from one individual to another in terms of how much they feel like they have an ideal job, what their professional opportunities are and how much they can reconcile these with home life. It is also difficult to determine the extent to which these can be separated along the lines of the public sector and the private sector. Typically, those in a higher position tend to be more satisfied with their jobs and conditions, which is independent from the sector they belong to. As a result, if they can choose freely upon finishing university, young graduates are more likely to make their choice regarding employment based on their personal attitude. However, they do not always have this opportunity, as often they will choose one that does not completely meet their demands, so they could begin their independent lives within a short period of time. This compels them to move to a higher or completely different position or sector as soon as possible, where they could truly make something of themselves.

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